



1003 K Street NW, Suite 209  
Washington, DC 20001  
202.854.2750

June 3, 2020

James Vigil  
Brailsford & Dunlavy, Inc  
1140 Connecticut Ave, NW  
Suite 400  
Washington, DC 20036

RE: *Rutgers Parking Strategic Plan - Expenses*

Dear James Vigil:

Enclosed is invoice number 427 for \$119.05 dated June 3, 2020 for costs incurred from April 25, 2020 through May 29, 2020 for the above referenced project.

Tasks completed this period include the following:

- Communications Log

We appreciate the opportunity to assist you on this project. Please call if you have any questions.

Sincerely,

FEHR & PEERS

A handwritten signature in black ink, appearing to read "Anjuli Tapia".

Anjuli Tapia  
Project Manager

DC19-0059.01

# FEHR & PEERS DC

1003 K Street NW, Suite 209 | Washington, DC 20001 | P 202.854.2750  
FED ID 47-3310714

Please remit payment to: 100 Pringle Avenue, Suite 600, Walnut Creek, CA 94596

James Vigil  
Brailsford & Dunlavey, Inc  
1140 Connecticut Ave, NW  
Suite 400  
Washington, DC 20036

June 3, 2020  
Project No: DC19-0059.01  
Invoice No: 427  
Project Manager: Anjuli Tapia

Project DC19-0059.01 Rutgers Parking Strategic Plan - Expenses

**Professional Services for the Period: April 25, 2020 to May 29, 2020**

<b>Fee</b>			
Total Fee	6,140.00		
Percent Complete	60.4243	Total Earned	3,710.05
		Previous Fee Billing	3,591.00
		Current Fee Billing	119.05
		<b>Total Fee</b>	<b>119.05</b>
<b>TOTAL CURRENT INVOICE AMOUNT DUE:</b>			<b>\$119.05</b>

	Current Invoice	Prior Billed	Billed To Date
<b>Billing Summary</b>	<b>119.05</b>	<b>3,591.00</b>	<b>3,710.05</b>

## Outstanding Invoices

Invoice Number	Invoice Date	Balance
395	3/16/2020	324.50
404	4/2/2020	458.25
414	4/29/2020	459.15
<b>Total</b>		<b>1,241.90</b>

## IMPORTANT NOTICE:

Other than Fehr & Peers' invoices received from a known email address, any requests received by email to change or update our bank account details or to transfer funds electronically must be confirmed by a phone call to the number provided on our invoice.

We appreciate your cooperation in our attempt to reduce cybercrime and avoid theft.

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DUE AND PAYABLE UPON RECEIPT

## ALLOCATION OF COMMUNICATION AND REPRODUCTION CHARGES May 2020

### Project Manager

Anjuli Tapia

Project Number	Month-To-Date Labor	Allocation of Labor
DC19-0059.01	\$2,976.25	\$119.05
DC19-0059.01 TOTAL		\$2,976.25
		\$119.05

Detail for Brailsford & Dunlavey, Inc -  
Invoice #000000000427, Dated 6/3/2020

Date	Vendor/Person	Category	Description	Amount
Project DC19-0059.01 - Rutgers Parking Strategic Plan - Expense				
Total				\$0.00



January 01, 2019

***SUBJECT: Communication/Software/Computer – Project Direct Cost***

To whom it may concern:

This note is in response to your request for an explanation of what and how the communication and printing charges are calculated for inclusion on the Fehr & Peers invoice. Please note that this process has been explained and approved by several auditors including most recently Daniel Purvine, CPA.

For more than ten years Fehr & Peers has tracked the total cost of our communications network by regional office. Expenses included were both data and voice networks, software and leased equipment costs. In addition, in-house printing charges were calculated each month based on the meter reading of the copier located within the regional office and expensed at 7 cents per copy. For printing charges from the plotters and color printers separate logs were kept. The per plot and per color copy charge was \$1. Comparing the (Communications and Reproduction) expenses to our net service revenue within the region for the same time period over several years, we are able to determine that the percent of these charges to the net service revenue remains consistent. Therefore, to reduce our level of effort (and therefore our overhead), we now apply that fixed percent to our net service revenue and allocate those costs to projects as "Project Communications and Reproduction."

The following example illustrates the process:

Net service revenue for the month = \$20,000. Project Communications and Reproduction historically represent 5% of the net service revenue of Office A. \$1,000 ( $\$20,000 * 5\%$ ) will be allocated to all direct projects within Office A.

The Project Communications and Reproduction expenses allocated to projects are recorded in the Direct Expense account 44400 - Voice and Data Communications. Direct Expenses are excluded during the calculation of our fringe and overhead rate as illustrated on the most recent fringe and overhead calculation.

Costs for communications and printing related to marketing are recorded in one of the marketing related overhead accounts. Costs for general overhead uses are recorded in either 63000 – Computer Expense Less than \$5000, 69000 - Voice & Data Communications or 76900 – Rental & Maintenance of Equipment. These accounts are included when calculating the fringe and overhead factor

If you require any additional information, please do not hesitate to contact me.

Sincerely,

Marion Donnelly - Chief Financial Officer

Fehr & Peers